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## Colorado Interactive Strength and Structure

**I**n May 2014, the Statewide Internet Portal Authority extended its nine-year partnership with Colorado Interactive by awarding a new five-year contract, with two additional two-year renewals. The full term of the contract extends the partnership through 2023, laying the foundation for nine more years of continued success.

The awarded contract includes best-in-class service levels consistent with the continuous improvement culture of CI. CI's investment in recent years to improve the breadth, depth, and reliability of its service offerings is now representative of the commitment to world-class service delivery specified in the new portal contract.

Investments have been focused in infrastructure, new product delivery, and training. With leading-edge technology deployed in the state-of-the-art data center, CI has greatly enhanced the availability and redundancy of existing and new

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## Executive Summary

**I**n 2005, the Colorado Portal began operation with three employees and a mission to revolutionize eGovernment in Colorado by allowing citizens to transact their business online, whenever it was convenient for them to do so.

The vision was to achieve significant cost avoidance by building efficiencies into the process using technology. Citizens and businesses should have the ability to complete applications, registrations, license renewals, and reporting online, pay for those services, and go on with their lives. State and local government would benefit by processing less paperwork and serving fewer citizens over the counter. This would all be accomplished using a self-funded model that would require no tax dollars, and would benefit the entire state enterprise.

Today, 42 Colorado Interactive employees in downtown Denver are solely dedicated to the realization of this vision. More than 3 million eGovernment transactions were performed through the portal in 2014, and nearly \$1 billion in payments were collected and disbursed to government agencies in every corner of the state.

Colorado Interactive now works with 220 eligible governmental entities across Colorado and builds software and services to process state court filings, professional license applications and renewals, vehicle registrations, driver license renewals, traffic tickets, water and sewer payments, business licenses, and more. We also provide services such as CBI's Convicted Sex Offender Search and DOR's Motorist Insurance Information database that contribute to public safety.

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# Introducing the Colorado Partner Portal

As the number of partners and services of the Colorado.gov portal continued to grow, we were looking for a way to directly communicate with all of our partners in one place.

During 2014 we built and launched a new Partner Portal that provides the framework for collaboration and teamwork with our valued partners. Currently the portal contains information around technical details and support, like



scheduled maintenance times, alerts, performance issues, and an option for contacting the service desk.

We will continue building out the Partner Portal over the coming months, to include more communication and allow direct access to service offerings, marketing resources, online training, support, and much more.

Please take a moment to visit:  
<https://www.colorado.gov/partnerportal>.

# An Evolution in CMS

A content management system (CMS) is an essential tool for effective website management in a collaborative environment - it can help you deliver relevant and timely customer content, build community engagement, and drive site loyalty. Colorado Interactive serves more than 200 CMS sites for state and local government partners. We know their websites are their most important channel for communication, marketing, and commerce.

In 2006, Colorado Interactive implemented the CMS FatWire to support demands for websites from our partners. In 2011 Oracle acquired FatWire, an acquisition that added considerable costs to the licensing model. This pricing change coincided with a marked increase in partners' demand for cost-free Web solutions. In 2012 an alternatives analysis of CMS solutions was completed, taking into consideration a wide variety of factors. First and foremost was the ability to provide a feature-rich, no-cost solution to our partners. We then looked at available features, interface usability, implementation time, pricing, and support. Ultimately we made the decision to move forward with Drupal, an open-source platform that has native responsive design and an extensive adoption rate in government. More than 24 percent of all .gov websites in the U.S. are using the Drupal platform.



Using the Drupal platform, we built the custom solution Pacific. Pacific is especially effective for those state agencies that do not have the staff or resources available for a lengthy website design effort. It has also decreased the overhead of our developers and designers. We are now able to roll out sites in a more rapid and cost-effective manner. Pacific is a comprehensive website management tool that puts the control in the hands of our partners with minimal training, while still providing content creation, access control, editing, and other essential Web maintenance. In 2014, 20 partners have moved their websites onto the Pacific platform and 30 new partners have created their first websites on the state's portal. Our goal is for this technology to be accessible to every agency and local government across the state. ■

# Executive Summary

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In 2014 we also focused on continuing to launch mobile sites and services with hundreds of responsive CMS websites for government partners, as well as mobile-responsive applications such as the Driver License Renewals and Sex Offender Search.

In 2014, Colorado Interactive won a new five-year contract with the Statewide Internet Portal Authority to continue to provide world-class services to Colorado. We are proud of this accomplishment and humbled by the opportunity to keep working with our government partners to earn their trust and confidence while we build upon our strong foundation.

We have been successful because of the enthusiasm, vision, and effort of the state and local government employees that we work with day in and day out. We are a service organization that has not lost the focus of our initial mission: Make government more accessible to everyone through technology.

Together we're making good government great.



Fred Sargeson  
General Manager



## Colorado Interactive

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services, and greatly increased the speed to market of new offerings.

All CI team members have been certified in ITIL Foundations, and many have received extensive professional development training in technical, project, and program domains.

The CI Project Management Office was established in 2011 and continues to drive innovation and change. In 2014, an Agile-based framework was added to our existing Waterfall framework,

creating a best-in-class project management practice. This approach provides partners with an adaptable and tailored solution, driven by both proven professional standards and the flexibility to apply specific techniques based on the individual project needs.

CI continues to drive innovation and improvement through the core values of being the best partner the government has ever had, and the best place our team members have ever worked. ■

## Sex Offender Mapping

Mapping a two-year project, the Sex Offender Registry Search and Mapping applications went live in May 2014, allowing users of any device to access the site. A notification module was added to allow users to be notified if a sex offender moves into ZIP code areas they have added to their “Watch List.” Users are now notified via email on a weekly basis of changes that occur once they have registered for notifications at <http://sor.state.co.us>.

***“Changes to the website will provide visitors with a robust resource to access Colorado’s sex offender information. The dedication of the team working to make this project a reality has enhanced this valuable tool to increase public safety throughout the state.”***

- Ron Sloan, CBI Director

The overhauled Colorado Sex Offender site ([sor.state.co.us](http://sor.state.co.us)) offers images of the sex offenders as well as detailed conviction information. It also improves the ability of law enforcement to share information. Implementation of the new website has ensured the state is in compliance with the Sex Offender Registration and Notification Act (SORNA), which is Title 1 of the Adam Walsh Act. ■





# Beyond the App

## A Full-Service Partner

**W**orking with partners to determine their online needs and building online services to serve those needs is what we do. But it's not all we do.

Once the new service is built, deployed online, and available to the public, there is still work to be done. Making the public aware of the service, press releases, and other adoption-driving efforts are included in our service life cycle. The integrated campaigns on the "Guy Vroom" and "Save Time. Renew Online." campaigns in 2014 are great examples of how we can assist. These award-

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***"With the increased use of online services, it is exciting for the DMV to make available a responsive design that affords customers a more user-friendly experience. Winning this award means that we are continuing to move in the right direction toward bringing convenience and accessibility to the citizens of Colorado."***

- Mike Dixon, Director  
Division of Motor Vehicles

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winning campaigns worked to serve the needs of both Colorado citizens and our partners. The marketing campaigns for Online Driver's License Renewal and Online Vehicle Registration Renewal were built with the objectives of educating the public, driving adoption for online renewals, and reducing foot traffic in offices across the state.

Driving the adoption of new services and new technology can be challenging. An integrated marketing campaign utilizing websites, print materials, public appearances, and social media outlets was used to boost the visibility of services.

**"Dude, it works on my phone!"**



**Renew your  
Driver's License  
on your mobile  
device today.**



Please say **YES**  
to the **GIFT OF LIFE**

**Save Time. Renew Online!**  
**[www.Colorado.gov/vroom](http://www.Colorado.gov/vroom)**

Of the 231,205 Coloradoans eligible for online renewal in 2014, 131,718 elected to renew online. This is a 5 percent increase over the previous year and gave Colorado an adoption rate of 57 percent. This represents a 150 percent increase from when the campaign began.



The partner saw a significant decline of in-office renewals. Of the 4,468,568 vehicles eligible for online renewal in 2014, 778,813 vehicle registrations were completed online. This represents a 17.43 percent adoption rate and a 13.51 percent increase over 2013.

# Security Incident Response: Don't Rush the Notification Timeline

One of the primary concerns when dealing with a security breach is notification to appropriate impacted parties. And, as security breaches and compromised personal information have become nearly a constant in news headlines, there are an increasing number of laws and regulations related to notification in the event of a security breach. In fact, 19 states either introduced or considered security breach legislation in 2014. This year, the Florida Information Protection Act of 2014 was passed, requiring notice to be provided to affected individuals as soon as possible, but no more than 30 days after discovery of the breach. The previous law had a 45-day requirement. Also this year, Kentucky became the latest state to enact security breach legislation, leaving only a few states without any laws requiring notification of security breaches involving personal information.

In connection with any crime scene, whether it is a cybercrime scene or a physical crime scene, notification about the incident is important. In a physical crime scene, it can take days or even weeks to collect toxicology reports or receive conclusive autopsy findings. In general, the public understands and appreciates the time required to collect, analyze, and report the findings of physical crime scene evidence. However, we are seeing something quite different in a cybercrime scene scenario, where expectations are continually being set for companies and cyberforensics professionals to provide immediate and detailed information about a security incident. With a cybercrime, much like with a traditional crime scene, a thorough review of the evidence is essential and a necessary part of the process before any conclusions can be drawn. Despite the expectation, it is advisable to use caution and avoid

communicating information too quickly, as this information may eventually turn out to be erroneous or inaccurate. Accordingly, do not rush evidence collection and analysis simply to provide immediate information to the public. Accuracy is paramount, and it is not appropriate to jump to conclusions or make assumptions when you are in the midst of a security breach. Understand state breach notification laws and notification requirements set by federal law, or industry standards, such as the Payment Card Industry's Data Security Standard. In addition, make sure sufficient facts have been gathered before making a

***“With a cybercrime, much like with a traditional crime scene, a thorough review of the evidence is essential and a necessary part of the process before any conclusions can be drawn.”***

public statement. Providing too much information that turns out to be inaccurate could complicate your ability to effectively manage the breach and your credibility. While it is not always avoidable (i.e., you must comply with the law), guard against misstating information by rushing the notification timeline or you may run the risk of having to recant and explain earlier statements provided.

In connection with a physical crime scene, a command post is often established to serve as a location for team meetings as well as the location from which media updates are communicated. In addition, a team is formed and specific roles and responsibilities are assigned regarding the reporting of updates. Setting up a command post may also be a good idea for managing a security breach, depending on the magnitude of the issue. This can go hand in hand and be leveraged with executing on a thorough incident response

plan, which should serve as the guide for handling a security breach, including specific roles and responsibilities for multiple teams, notification, and communication.

One of the first things an incident response plan should establish is identification of the incident response team members. Often, team members identified in the plan include the highest leadership levels within the organization, communications personnel, security and IT professionals, and frontline operations employees. The plan should also clearly define the roles and responsibilities of each incident response team member, including

specific action items with associated timelines. Finally, on an annual basis, the plan should undergo a comprehensive review and modifications should be made, where appropriate, and employees should be trained on how to effectively carry out the plan. This will help ensure that the plan is up to date and that incident response team members are prepared should a security incident occur. This will also help alleviate any pressure to report findings immediately as the plan should be followed to guide the communication timeline.

Again, even as new legislation continues to tighten security breach notification timelines that you will be expected to follow, it is not advisable to rush the communication process during a security incident. The best response will stem from taking the necessary time to gather and analyze the cybercrime scene evidence, as well as following a detailed incident response plan. ■

# Colorado by the Numbers

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## Three Awards:

Responsive/Mobile Design –

Online Driver's License Renewal



Interactive Marketing –

Online Vehicle Registration Renewal



Marketing Effectiveness –

Online Vehicle Registration Renewal



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**10** Press  
Releases

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**42** Colorado  
Employees

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**1,777,493**

Online Court Transactions

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**294** EGE  
Partners

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**1,438,897**

Visitors to Colorado.gov

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**\$953,605,221**

Disbursed to Partners

**18,000**

Twitter Followers

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**4,352,343**

Total Online Government  
Transactions Processed in 2014

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**50,595**

Total Service  
Desk Cases Opened

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**50,270**

Total Service Desk Cases Closed

**5,820**

Active User Accounts

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**131,718**

Online Driver's  
License Renewals

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**778,813**

Online Vehicle Registration  
Renewals (OVRRs)

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**4,615,457**

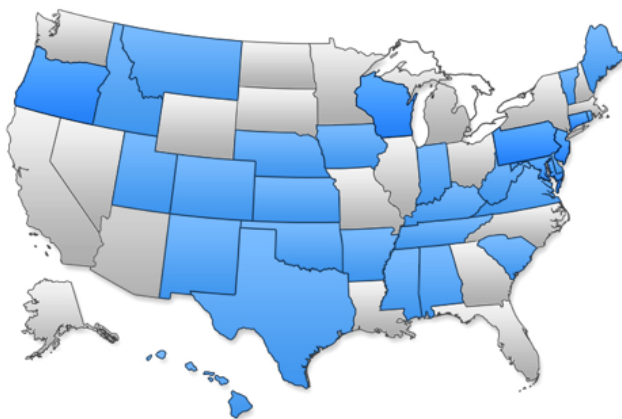
Colorado.gov Page Views

# What is eGovernment?

***“eGovernment” refers to the use by government agencies of information technologies that have the ability to electronically transform relations with citizens, businesses, and other arms of government.***

## History of NIC

No company is as closely identified with the development and growth of electronic government (eGovernment) as NIC. For the past 22 years, NIC has defined the eGovernment industry by building online services that deliver exceptional value to more than 3,500 federal, state, and local government agencies. What began as a modest enterprise in 1992 led by a small team of entrepreneurs serving the state of Kansas has grown steadily each year. NIC now develops eServices and manages the official websites for 29 states and employs more than 800 people across the country. We are a unique company of creative eGovernment specialists and proud to help protect the public trust on behalf of government leaders across the United States. Colorado won its state's bid in 2005.



## The Self-Funded Model

NIC designed the transaction-based self-funded eGovernment approach to help states build solutions without requiring tax appropriations. Under a transaction-based self-funded approach, governments charge a modest transaction fee (in addition to any existing statutory fees) to provide value-added online services that are primarily targeted at high-volume business users. NIC currently helps 23 states deliver eGovernment solutions with the transaction-based self-funded model.

These transaction fees provide the basis for funding a state's electronic government program. The statutory fees for online services continue to be deposited into state accounts on an agreed-upon frequency. A high percentage of all transaction fees collected are reinvested in the infrastructure and local NIC personnel required to build, manage, and enhance the state's eGovernment initiatives - including the rapid introduction of information and services available at no cost to citizens.

# The Future of eGovernment

## Colorado.gov Redesign

In late 2014, Colorado Interactive began the Colorado State Portal Redesign Project, the purpose of which is to deliver a feature-rich state Web portal in the Drupal platform, leveraging user- and data-centric design patterns, and mobile-responsive features.

The redesigned portal will launch in 2015 and usher in a new era in the state of Colorado's online content organization and delivery. In conjunction with state agencies, enhanced content strategies will improve the citizens' interactions with their government and aid the agencies in achieving their online strategies and departmental missions.

The requirements-gathering phase consisted of a focused outreach effort to a variety of stakeholders, including state agency PIOs, Web managers, citizens, and focus and design groups. The primary identified goals include responsive design, modern design and layout techniques, search-driven and cross-site search functionality, geocoding (location-based content presentation), and a layered approach to presenting relevant content based on the audience (fewer clicks).

## Drupal Pacific CMS Platform

2014 saw the migration of 50 websites from FatWire into the newly developed Pacific Drupal

CMS platform, more than double the original planned number.

Migration of more than 70 additional sites will complete this effort in the fall of 2015.

## PCI-DSS 3.0 and End-to-End Encryption

In 2015, the Payment Card Industry Data Security Standard (PCI-DSS) 3.0 becomes a required standard. The goal of PCI-DSS is to secure the payment card industry. Throughout 2014 and into 2015 CI has implemented many best practices and improvements to continuous security monitoring and other business processes in advance of the forthcoming standard. ■

# How Can Colorado Interactive Help You?

## Local Government Solutions

Colorado Interactive offers a collection of services that link businesses and citizens to Colorado government and is Colorado's single most comprehensive delivery channel for electronic government services. Let us help you deliver automated and enhanced online services that will save you money, time, and resources while providing the technology and online access that your customers expect.



### Website Hosting and Development

Colorado Interactive can help you communicate with and engage your customers more efficiently and effectively through Colorado.gov. Colorado Interactive manages the Colorado.gov state Web portal and offers free website hosting and development to state and local governments in Colorado.

Colorado.gov hosts its websites on Drupal, an open-source content management system (CMS) that powers millions of websites and applications. Pacific is the product offering built by our team of developers within the Drupal platform. It is finely tuned for government entity needs and facilitates a consistent look throughout Colorado government websites.

What to know more about our Going Pacific project? Check out <https://www.colorado.gov/goingpacific>.



### Payment Processing Made Easy

Colorado.gov provides government entities the ability to provide online payment processing through PayPort and Payment Integration. These are easy-to-use systems that allow online as well as over-the-counter payments. Payment Processing through Colorado.gov gives your constituents the personal security they deserve. Colorado.gov payment processing is Payment Card Industry Level 1 certified, which ensures the safeguarding of your customers' financial data.

PayPort is an online, e-commerce solution for Colorado governments. It is a stand-alone, Web-based application that allows government entities to accept over-the-counter and online transactions. This application is customizable to fit the needs of each agency and allows you to create a personalized URL that can be linked directly from your website.

## Payment Integration

The portal has developed a secure transaction payment engine (TPE) that works easily with state and local financial processes. Eligible governmental entities can connect their existing applications to the Colorado.gov Checkout Utility and accept payments over the Internet via credit card or electronic check. The system processes and stores payments, is Payment Card Industry (PCI) compliant, and includes an administrative interface that allows entity users to report on and research transactions.

## Third-Party Payment Integration

Colorado Interactive's payment processing solutions may be leveraged at no cost to take payments for your existing third-party applications and systems using standards-based application programming interfaces (APIs).



### Event Registration

Need to register an event? Colorado Interactive created an online event registration system allowing you the ease and flexibility to set up your event in a matter of minutes. It provides the ability to register any free or cost-based event and lets you track attendance and revenue.



### Custom Application Development

Do you have a vision for an online application? Colorado Interactive can help you realize that vision. We will work with you to design and build your custom online application, allowing your customers 24/7 access to your services.



### Marketing and Promotion

Partnering with Colorado Interactive gives you targeted marketing and support to help raise awareness and drive adoption of your services and website.

To work with Colorado Interactive or to get more information, please visit us at: <https://www.colorado.gov/pacific/sipa/coloradogovservices>.

# INSIGHTS

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